

# Constable First



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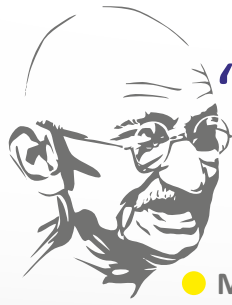
Sincere thanks are also extended to the Champions of these initiatives Smt. Mokshada Patil - SP Aurangabad Rural, Sh. Vinayak Deshmukh - SP Jalna, Sh. Raja - SP Beed and Sh. Raj Tilak Roushan - SP Osmanabad. They have been ably assisted by their Addl SPs Sandip Palve, Smt. Swati Bhor, Sh. Sunil Lanjewar and Sh. Vikrant Deshmukh, SDPOs and all other ranks and file.

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“Be the Change  
you wish to see  
in the World”

● Mahatma Gandhi

## Prologue

An overflowing bathtub. A falling apple. Eureka moments are cherished & romanticized as they led to ground-breaking solutions to huge problems. Most such moments are myths, but who cares as long as one makes for a good story. However, not all solutions are created thus. Most are arrived at like the completion of a jigsaw puzzle. One learning at a time.

Different impactful situations identify a problem, before they germinate into a clear thought and eventually crystallize into a solution. The ‘**Constable First**’ - an initiative that promises & hopes to be one such working solution to the management of the police force is a culmination of many such seemingly unconnected moments.

During a Police welfare event in 2006, Sh. Santosh Rastogi, presently JD, NIA, casually remarked, “leaders in the police do not define and share objectives with subordinates”. Sometime later, I read an interesting point in a book, **Employees First Customer Second**, written by Sh. Vineet Nayar (former CEO of HCL) - that ‘a company should prioritize employees over customers’; take care of their challenges and empower the employees who can be used as force multipliers to serve the customers in a much effective way. Much later, during one quintessential discussion over dinner, Sh. Rajkumar Vhatkar, currently JCP (Admin), Mumbai, remarked, “more than 90% of the police comprises the constabulary and no reform will sustain if it does not involve them.” Lastly in 2012, as the SP of Satara, I attended a course on “Criminal Justice System (CJS): Inter-segment Co-ordination” organized by Sardar Vallabhbhai Patel National Police Academy Ms. Anita Punj, ADG, Punjab the course coordinator-made the participants (from Judicial, Police and Prosecution services) realize how “by working on the inherent shortcomings within each segment of the department, public delivery can be improved significantly without bringing in administrative or legal changes to the existing set up.”

Four different moments that I kept thinking about repeatedly. Each moment struck a hammer-blow of ideas in my mind that eventually took a definite shape. An idea to revitalize the police force.



Let's start with a simple question - why does the force need revitalization? The answer too, is quite simple. The Police enjoys exclusive jurisdiction over registration and investigation of cases. However, despite serving the nation tirelessly for more than seven decades, the general grouse is that the police force in India has not shrugged off its colonial hangover and that it is not people centric. That said, it is worth pondering, if the police are even police centric? Can the existing system be made efficient, result oriented and people centric?

The Constabulary i.e. police personnel from the rank of Police constable (PC) to Assistant Sub inspector (ASI) constitute almost 93% of the force in Maharashtra. And most of the public interface in rural Maharashtra (and in rural India) happens with the constabulary for matters ranging from traffic issues to passport verification to filing FIRs to enquiries and investigation. Quality of services rendered by the police depends mainly on the physical, mental and emotional state of the police personnel in addition to their ability to align their objectives with those of the Organization. Public dissatisfaction over the services offered by the police can largely be attributed to inefficient utilization of the capacity of the constabulary. Hence there is a need to revitalize this level of police machinery for optimum results. However, for sustainability, no such attempt should add to the existing workload.

**'Constable First'** begins with a realization. That the constable is the face & the voice of the police force for the masses. Being the first responder, his/her actions initiate the public delivery and his/her approach defines the public perception. Hence, to give one's best, the Constable needs to be at his/her best. S/he needs to have a strong sense of belongingness and pride in one's job, simultaneously knowing and sharing the organizational objectives. Just as a happy employee means a satisfied customer, a happy constable means a safe and a secure citizen.

Parameters that affect the morale and performance of the police personnel were identified through decades long formal and informal interactions, brain storming with the ranks and file of Police department and also the public. After understanding nuances of each of these parameters, areas that have become the stumbling blocks were identified. A set of measures to address these challenges were devised and executed.

The measures have been initiated by keeping the existing systemic checks and balances as well as monitoring mechanisms intact. It is pertinent to state that this experiment has been attempted without bringing any major administrative or legal changes to the existing set up.

Some of these experiments were tried with success, earlier in **Satara** district and four districts of **Nagpur range**, but could not be documented. The experience gained there has been of immense help in formulating, implementing and documenting various stages of implementation.

The present experiment was started in **October 2020** and it has been a work in progress. It is a bundle of many features. Some features were started simultaneously. Some were started after a while once the features started earlier got stabilized.

### **The approach entails:**

- Defining objectives/targets.
- Sharing these targets with personnel of all ranks.
- Equitable distribution of responsibilities.
- Linking performance with incentives and non-performance with disincentives.
- Creating a vibrant working ambience.
- Breaking of ice between senior and junior formations.
- Addressing the challenges of police personnel.
- Making the constables stakeholders and using them as force multipliers.
- Recognizing and promoting outliers in them as Champions.
- Using technology to monitor and improve their performance.

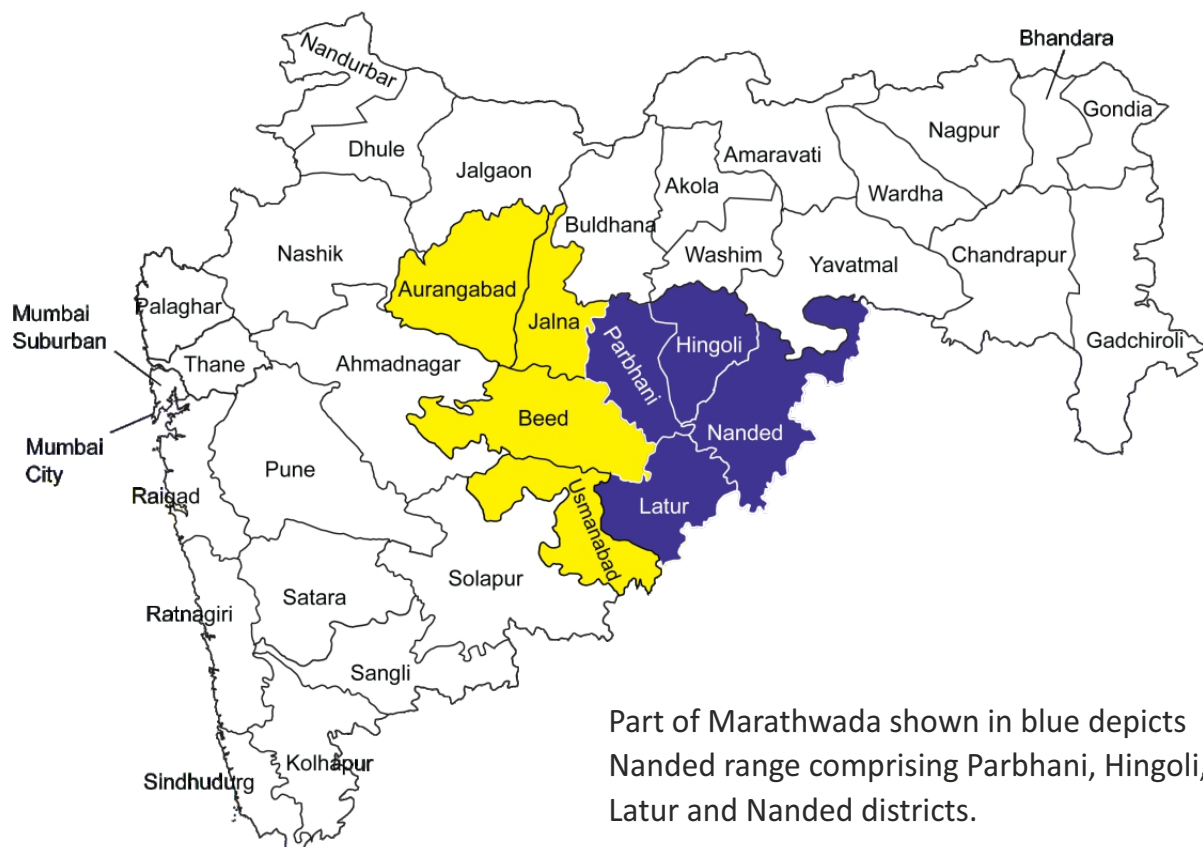
This report is an effort to show the progress made during the last **eight** months (Oct.2020 to May 2021). A lot remains to be achieved. A lot remains to be documented. Critical remarks and constructive suggestions are very important to build on these initiatives and the same may be shared at [ig.aurangabadrage@mahapolice.gov.in](mailto:ig.aurangabadrage@mahapolice.gov.in).

# MARATHWADA

Marathwada - etymologically the house of Maratha people - denotes the land occupied by the Marathi speaking population under Nizams of the erstwhile Hyderabad state. It never came under the British rule. Marathwada comprises eight districts of Maharashtra - Aurangabad, Jalna, Beed, Osmanabad, Parbhani, Hingoli, Latur and Nanded. Whereas the first four districts form Aurangabad range, the last four form the Nanded range.

About three fourths of Marathwada is covered by agricultural land and affected by water scarcity, drought, unseasonal rains, farmer suicides, and a sizeable population on the move due to poverty. The region had also witnessed cases of terrorism. This region has been witnessing turbulence socially, politically and economically which has a bearing on law and order and crime. The police have been challenged by these extrinsic forces and also by intrinsic problems of motivation, sense of belongingness, logistics, infrastructure and professionalism.

Field condition of Police in the region is no way different from that in other regions of the state. A good number of police stations are in dilapidated conditions; some with hardly two or three rooms. The strength of police stations is also very low compared to the area to be covered-in some cases, 60-75 kms from one end to the other end of the jurisdictions with one vehicle (four-wheeler) and hardly two wheelers for mobility.





# THE MEASURES

A project of uniform systemic change was initiated district-wise from October 2020 and the results were later reviewed. It was started in phases in Aurangabad range from Aurangabad rural district followed by Osmanabad, Jalna and finally in Beed. This project was undertaken while the region is still grappling with the 2<sup>nd</sup> wave of the Covid pandemic.



## AURANGABAD RANGE

It is also imperative to state that unit commanders as SPs have been doing their best to live up to their own ideals by bringing in many initiatives to improve the system successfully. Some of those initiatives have sustained the onslaught of time and continued to exist and serve their intended purposes even after their creators have moved out.

This project is different in the sense that this is a coordinated and planned effort in four districts to bring in uniform changes in fundamentals with an eye to positively change the attitude of the personnel towards work and public delivery system.

# Constable First

## 1. Defining and sharing the Objectives/targets:

**Before:** The personnel were briefed during the roll call twice a day as to their duties or before the deployment for bandobast or when new guidelines/directions/laws would be issued from competent authorities for dissemination and necessary action. They used to be debriefed at the end of bandobast or at the end of the day's duty during Roll call.

General objectives for all the ranks were taught during the training; always assumed in work places and never defined and spelt out as common objectives for all the employees in a unit from the lowest rung to the highest.

**Now:** In addition to the above, all the police personnel at the Police Station (PS) including the constabulary that actually does all the spadework and will be the real instruments of change, are briefed by the SDPOs, Addl SPs and at times by the range IGP.



Common objectives as enumerated below are shared with the staff. Their grievances/challenges are heard and addressed. Expectations from each other- police station/unit commander/SP and the IGP are also exchanged. (सुदृष्टिपूर्वक खलनिग्रहणार्थ)

a. Law/Rule is the same for everyone. For Police and Public. It needs equal application to everyone without looking into one's prefixes or suffixes. Before enforcing any rule/law on others, the Police need to adhere to/follow it religiously.

b. Free and prompt registration of criminal cases (biggest grouse of the public is that police do not take cognizance of their complaints) without looking into past crime statistics. Seriousness of cases will not be altered (neither intensified nor diluted); and nature of the case will not be changed (from civil to criminal or vice versa) depending on the complainant/discretion of the officer but remains as per the ingredients of the complaint/investigation. Timely and quality disposal of cases.

c. To treat every citizen/complainant with compassion, dignity and respect. To adhere to "protecting the just and annihilating the criminal" (सुदृष्टिपूर्वक खलनिग्रहणाय ).

d. Mistakes committed in good faith/bonafide intention by the personnel while discharging duties would be treated leniently but all mistakes arising out of malafide action/intent would be sternly dealt with.

e. Honesty and integrity are hallmarks of the Police. As law enforcers, the Police need to be above board. All illegal activities need to be curbed.

f. Transparent and equitable distribution of duties to all the personnel at the PS. All outstanding works including taking a stand for a cause and even innovative ideas for improving efficiency and effectiveness would be acknowledged and rewarded. Performance linked to incentives and non- performance to proportionate disincentives.

g. Every one irrespective of the rank would perform the tasks assigned to them with sincerity and devotion. That way all the personnel together can pull the rope tied to the chariot (Rath) of Police System in one direction. To improve the performance and image. To be people friendly.

h. All the personnel can reach out to the supervisory officers without hesitation for any work/idea exchange and for grievance redressal.



Every constable is an officer of the lowest rank as per section 10 of the Maharashtra Police Act. Members of the force are fortunate to be a part of this organization because it offers a unique opportunity to help the people in distress and also throws different challenges every day. Despite working for long hours; in odd hours; in challenging working and living conditions; on days when everyone else is celebrating/holidaying with their families; neglecting families, instead of acknowledgment for the efforts, the Police is despised by the public. What could be the reasons? Are policemen conducting themselves as good officers? Is the approach people centric? Is there any way of improving their attitude, actions and responses, which will change the way public look at and treat Police?

That a set of measures would be initiated in the days to come; not to increase the burden but rather the opposite. To make policemen enjoy every moment of the day while on duty; to carry a story-of them as a hero-in the work they discharged during the day -back home to narrate to their child and spouse.

Such briefing is generally followed by tea or lunch.



To ensure continuity, it has been made mandatory for all supervisory officers from SDPO and above to brief these objectives with the staff during their formal/surprise visits to the PSs. Marathi version of these objectives have also been shared with the staff in hard and soft copies.

## 2. Vibrant Police Stations:

**Before:** A good number of the police stations in Marathwada are old structures-some in dilapidated conditions. Police station premises used to be littered with all kinds of vehicles seized in connection with crimes, accidents, etc. and parked in haphazard conditions for decades. Just by looking at the mangled vehicles parked on the road one could easily deduct the presence of a police station nearby. The area inside the compound and outside the PS building was untidy. The compounds & buildings never got a fresh coat of paint annually & hence looked like abandoned structures. Wherever painted, each police station had its own colour scheme.

Time barred records/articles meant for condemnation and seized case property(muddemaal) used to cover most of the space in the Police Station structures leaving hardly any space for ventilation and space for the personnel to sit and function.

In most cases, PS buildings/structures used to be structures one would avoid going as employees. Such a working set up would definitely have a negative impact on the psyche of the police personnel. Burdened with irregular and long working hours, the personnel would get irritated for no reason in such a working ambience. The visitors - invariably the complainants/public - would have to bear the brunt of this.

**Now:** The area outside the structure and inside the compound has been cleared of shrubs etc levelled wherever necessary; And beautification of this area has been started with the help of local government bodies/PWD.



All the **87 Police stations** in the range have been painted with a yellow and white combination. This pleasant, fresh and vibrant colour combination has been liked by the police personnel and the public alike.



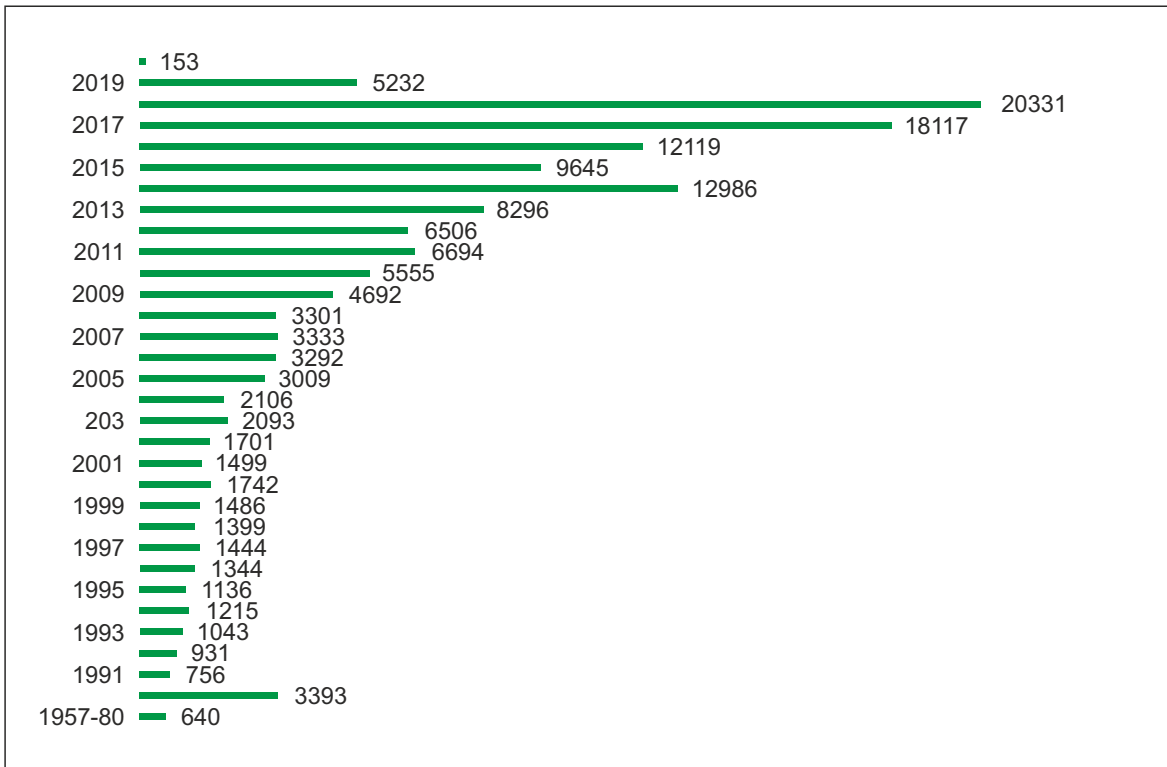
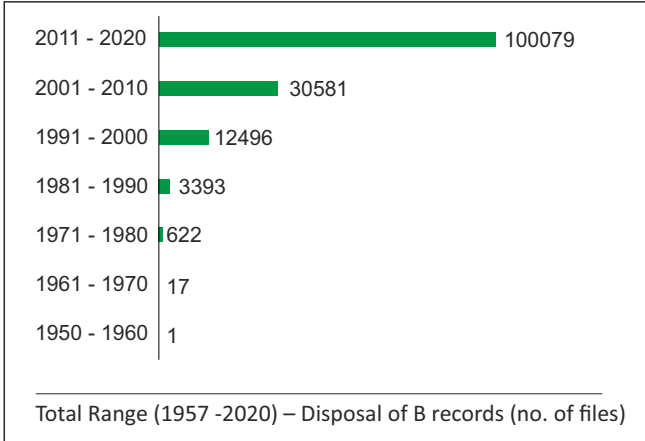
**Patoda Police Station, Beed**

All unclaimed vehicles were disposed of through auctioning following due procedure. Process of disposing of vehicles commenced in cases where the appeal period was over after the pronouncement of the judgment. In other cases, pending trial, wherever possible, vehicles are being returned to the owner in accordance with the provisions of law. Remaining vehicles have been parked in an orderly fashion.





In another endeavour, all the old records piled up for decades were segregated as permanent (A category) and temporary (B category) in accordance with the prevailing rules; All time barred records have been listed out and destroyed following due procedure. SP office Aurangabad alone disposed of time barred records weighing **107 quintals**.



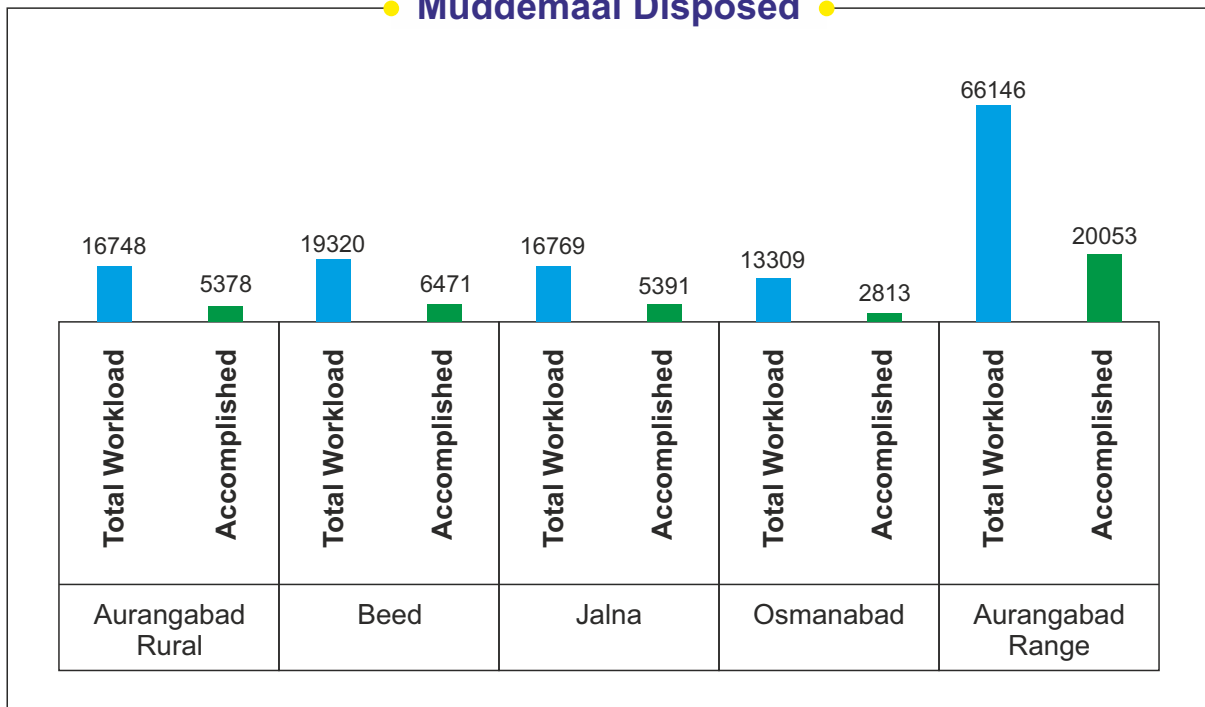
Total Range (1957 -2020) - Year wise disposal of B records (no. of files)

All "B" records, which are not time barred, have been stored in an organized fashion. All "A" records have also been segregated and preserved. This exercise was taken up in all the units (SDPOs offices, SP/IGP offices) including PSs.

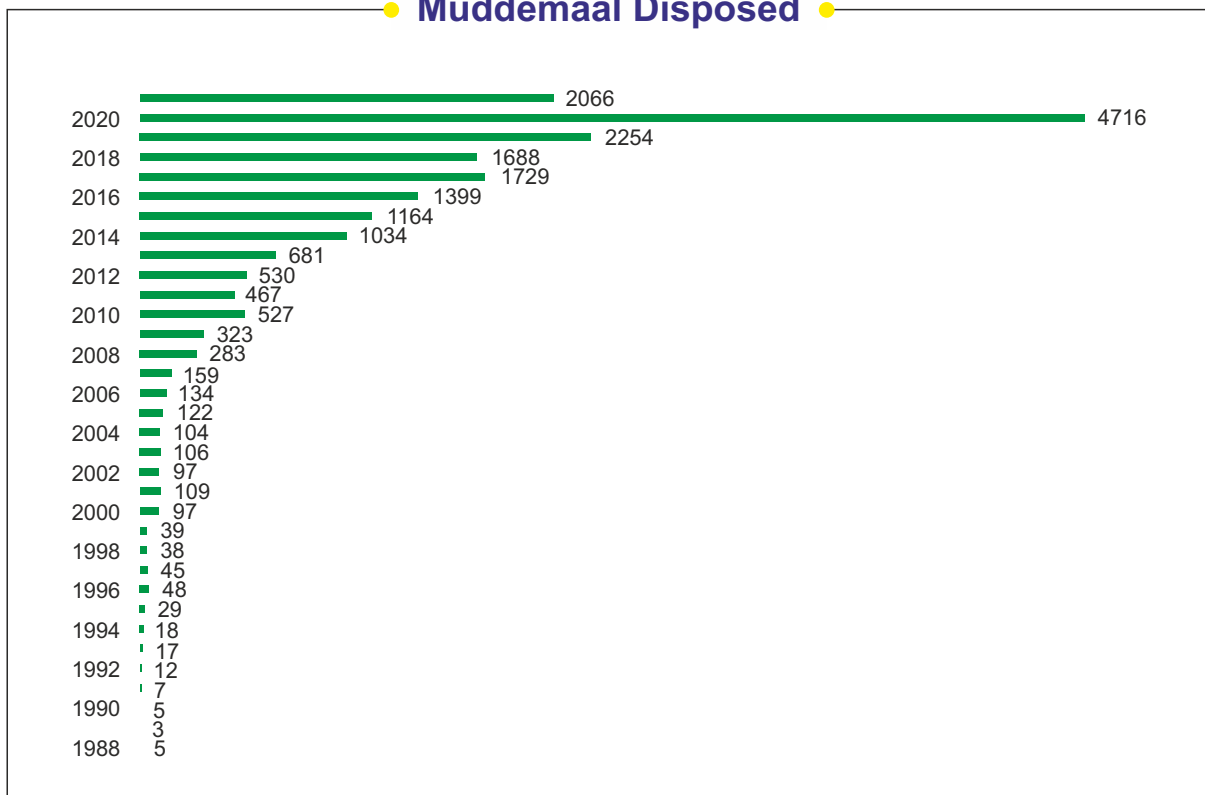


All case property/Muddemaal (excluding vehicles) seized during investigation/inquiry has been arranged year wise and process of disposal started.

● **Muddemaal Disposed** ●



● **Muddemaal Disposed** ●





Cleaning and colouring of interiors was also taken up. This clearing and coloring of premises inside the PS building premises helped in creating a properly ventilated and soothing working ambience. Tidiness and freshness both inside and outside the PS building thus have a positive impact on the psyche of the police personnel and they look/sound more positive towards their work.





### 3. Performance linked with incentives

**Before:** Conventionally the person, who takes responsibility, has always been burdened with additional responsibility. The police department is not an exception. Ironically shouldering additional responsibility doesn't always translate into acknowledgement and incentivization.

This ultimately results in employees, including the motivated & sincere ones, to shed responsibility.

**Now:** To bridge this gap, evaluation of personnel at various units was done; outstanding work done by them was listed out. Each and every such work has been taken cognizance of and has been suitably rewarded. Now, priorities of work have been defined. There are Tracking teams at the district and the range level, which take the daily update of the performance from every PS daily and appraise the SP who in turn reward each extraordinary work by the personnel the very next day.

During the last 6 months, out of 7749 personnel(526 officers and 7223 constabulary) **3637 personnel** have been given 12,752 rewards. **37 Outliers** from all the four districts have been rewarded with more than 30 rewards each for their outstanding work.



## 4. Equitable distribution of work

**Before:** The police station or unit's/branch's burden was shouldered by 40-45 percent of the staff. This staff used to be given important tasks at the Police station and the beat responsibilities.

Constabulary of and above the rank of Naik Police Constables (NPCs) including Head Constables (HCs) and Assistant Sub Inspectors (ASIs) have been empowered to investigate cases in Maharashtra. However, most of them have been assigned duties other than investigation such as duty distribution, crime writer, CCTNS, mohreel, wireless, general duty, guard duty, aaropi(accused) escort duty, confidential work, correspondence branch etc. As a result, very few empowered constables who have been posted to the beats as beat amaldaars have been investigating cases, enquiring into Accidental Death Reports (ADRs) and applications.

During annual inspection of Chandanzira police station in Jalna, it was learnt that a Head constable had investigated **75 cases** in a year. That was insurmountable workload. He could not have done justice to his role as the investigating officer in all the cases he had investigated. All the cases being registered from his beat were to be investigated by the two beat amaldaars posted in that beat. Thus, it was realized that irrespective of the crime load in a beat, only two/three beat amaldaars were deployed in a beat.

**Now:** Attempts have been made to distribute the workload equitably. So that the one who takes responsibility will not be overburdened and burn out. Now the number of police personnel in a beat has been increased considering the area of the beat, distance from the police station, crime load, law and order issues, industrialization etc.

General tasks which have been assigned to constables empowered to investigate cases as enumerated above were given to just constables (PCs). These constables (PCs) are initially posted as assistants to these seasoned empowered constables and after attaining a certain level of confidence and proficiency, they are given independent charge of the tasks. Now the Empowered Constables have been given to the beats with the task of investigating cases.

Works in the PS have been listed out as administrative, preventive, investigative and intelligence duties and distributed among various constables. Women constables who are equally competent have also been given important tasks like investigation and intelligence collection.

This reorganization of manpower has brought in transparency in duty allocation and successfully addressed nepotism. Earlier only those constables close to the PS in charge or duty in charge used to be given essential and beat duties. Those who were not so close used to be assigned General Duties. Now general duty has been done away with as a duty to be performed by a designated people. It has to be performed on rotation basis by the staff allotted to a beat depending on the requirement.

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## 5. Seating arrangement for the Constabulary

**Before:** Except for officers (PSI and above), beat amaldars and constables performing essential duties, other staff never had an earmarked place/chair to sit in the police station.

**Now:** For these personnel, a room has been provided with a table with a charging point and spare chairs. WIFI facility has also been provided to the personnel in the PS. Idea is to make them feel that they also own this place and that they are also important stakeholders.





## 6. Breaking the Ice

**Before:** The equations between the officer and the other personnel at the PS have always been individual based and formal. There used to be some officers who shared a good rapport with the staff. There were also officers who hardly interacted with majority of the staff.

**Now:** Officer in charge of the police station has been encouraged to have at least once a week tea meeting with all the personnel posted in a PS. He has also been asked to attend the roll call at least once a day and monitor duty distribution; brief and debrief the staff.

Officers of the rank of IGP and SP started having tea/lunch with all the staff during their visit to/inspection of the police station following a detailed briefing. This has helped in bridging the gap between the ranks.

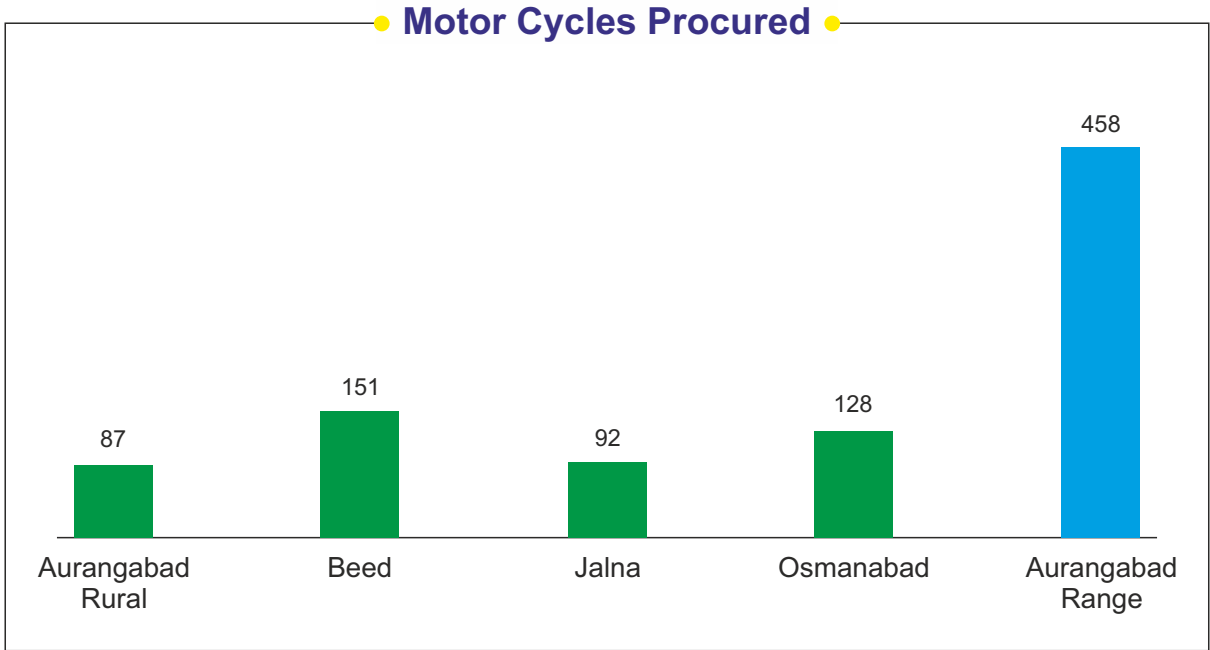


# 7. Understanding the Mobility Challenge

**Before:** During inspection of the police stations and subsequent interactions with the constables, it was realized that our constables have not been regularly visiting the villages in their beats; that there was hardly any direct contact with the villagers/sources; that they had almost zero intelligence network; that they used to visit the villages only after a crime has been committed/reported. It was learnt that lack of government motorcycles has led to this situation.

Every PS typically has 4-6 beats. Each beat has an average area of around tens of kms radius. Some PSs had one motorcycle. In some instance 3-4 police stations had one motorcycle. In such a scenario, constables had to use their own motorcycle in those bad roads paying for fuel from their own pocket. This had adversely resulted in almost no visits to the beats and visits which did take place were only after a crime has been reported.

**Now:** After understanding their issue, matter was discussed with the SPs who in turn took up the matter with the Guardian Ministers and District Collectors (DC) of their respective districts. As a result, funds were sanctioned and motor cycles purchased following due procedure. Thus 458 motorcycles have been purchased in the range and added to the existing fleet. Now each beat will be given a motorcycle. Thus, every police station will have as many motorcycles as the number of beats. Fuel and maintenance charges would be borne by the government.





Beat constables have been briefed to visit some villages in their beats every day making contacts and interactions; addressing issues/fault lines when they are still brewing. This step will improve the mobility and visibility of Police. It is also expected to improve the public outreach program, bring down the tensions/crime rate and also reduce the response time considerably.



## 8. Women Beat Constables - an experiment

Women police officers have been occupying senior positions in the Police hierarchy for long. Be it DG of the state, CP of a city, IGP of ranges, DIG, SP/DCP, ACP and even as PS in charge. But woman constables were hardly made beat in charges or beat constables. Though they clear the same competitive entrance exam, are imparted the same skill sets as their male counterparts during training, they were hardly given investigating tasks or responsibility of managing a beat.

Efforts were made to motivate the woman personnel at the Police station. Now 200 plus women constables have come forward in the range to serve in the beats. Two wheeler-driving classes have been organized wherever required, necessary licences are being obtained by them and are all set to working proudly in a male monopolized arena, breaking the glass ceiling





## 9. Police Welfare

In addition to the regular police welfare activities, following extra measures were initiated as per the requests made by the police personnel.

# Setting up of RO plants through sponsorship by M/s Eureka Forbes to provide potable drinking water to the families of policemen located at Aurangabad and Osmanabad as they have been facing hard water problem.



# A well-equipped reading room with Wi-Fi and relevant reading resources for the children of policemen has been built at Aurangabad.

# Synthetic basketball court at Osmanabad.



# Efforts are on to deliver the monthly grocery requirements from the subsidiary canteen to their doorsteps anywhere in the district. The idea is to make them save at least 25-30 percent of their monthly expenses spent on grocery.

# Setting up a gym with the top of the line equipments at Aurangabad.



# All districts will have such common facilities in due course.

In addition to the above measures, during formal and informal interactions, personnel are asked if they have any requirements for the general welfare of personnel and their families. Wherever found to be reasonable, possible and feasible, the same are being provided.

# Improved Service Delivery

During the formal and informal meetings, personnel are briefed about their obligations: of hearing the grievances of public, asking them to attend every problem with utmost sincerity and seriousness; of treating complainants/public with compassion, empathy and respect; of being fair, neutral and responsive; Of having earned the rare opportunity of wearing Khaki uniform and serving the people; Of having an opportunity of carrying home a story every day of the good work performed by them in which they themselves are the heroes. The importance of changing the perception of police in the eyes of the public as it is with them that most of the interaction is made by the public.

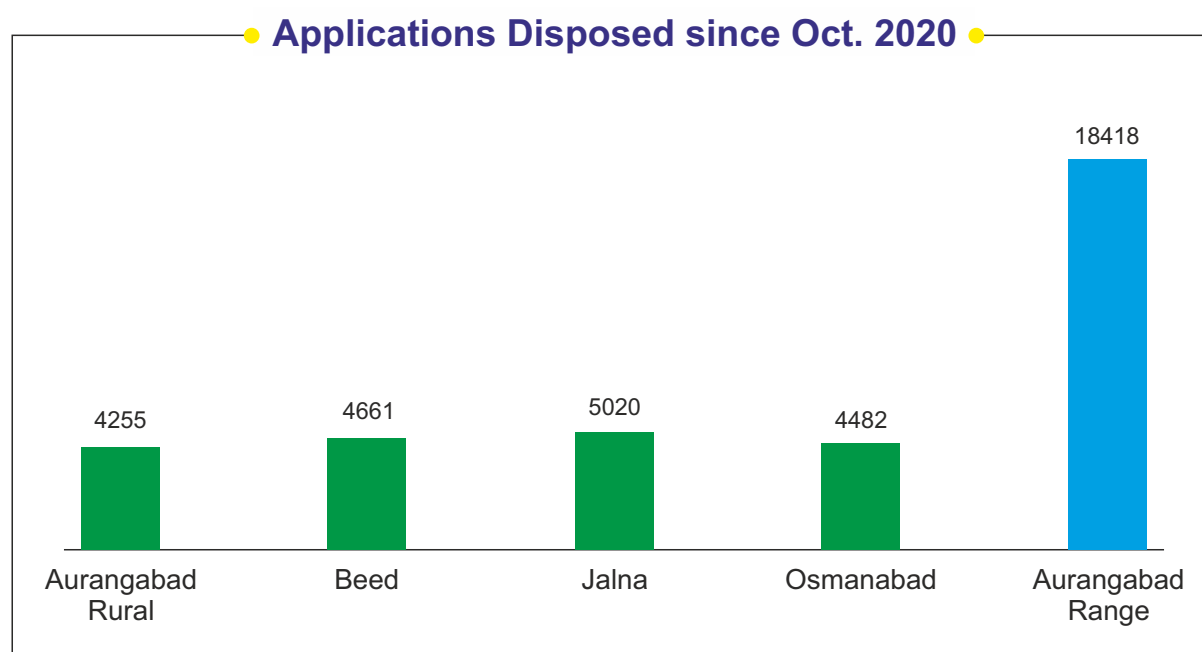
Following measures have been initiated to improve the public delivery system.

1. Quick disposal of applications.
2. Motivating CCTNS staff and their periodic review.
3. Crime Monitoring System (CMS).
4. Station House as Citizen Facilitation Center.
5. Pink Mobiles.
6. Daily visit of SDPOs to the PSs.

## 1. Quick disposal of Applications

**Before:** Law mandates that any complaint given at the PS if has ingredients of a cognizable offence, a criminal case needs to be registered. Normal practice at the police station has been that if the complaint is given orally, it is reduced to writing and case either a Cognizable or a Non cognizable case (NC) is registered and proceeded legally. However, if the complaint is given in writing, it is generally accepted as an application by the correspondence constable and taken up for enquiry. Despite legal requirements to complete the enquiry in a stipulated time, these applications have been kept pending for months and at times even years.

**Now:** Station house staff receives the application; goes through it and if it has any criminal ingredients, either a cognizable case or an NC is immediately registered and further legal action will be initiated. If the application has civil matter associated with it/only pertains to other departments, copy of the same is forwarded to the concerned department for redressal of the grievances. Only in complicated matters-where the station house staff can't make out if a criminal case is made out or not, application is taken up for enquiry after escalating the matter to the PS in charge. As a result, applications have been disposed of speedily.



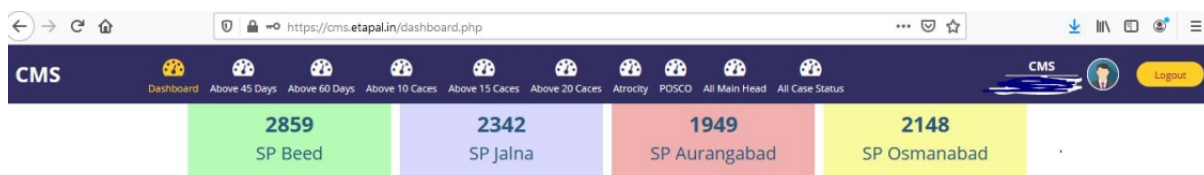
## 2. Motivating CCTNS staff and their periodic review:

Meetings of constables who have been handling CCTNS were taken. Their challenges were heard. Their requirements were addressed. They were also motivated. Their monthly meetings with the Addl SPs concerned were regularized. Good work by these constables were rewarded. This has resulted in the drastic improvement and **Aurangabad Rural** district leads the state in the latest CCTNS performance rating.

## 3. Crime Monitoring System (CMS):

**Before:** Once a crime is registered, the Investigating officer (IO) is expected to complete the investigation as early as possible and dispose of the case either submitting charge sheet or classifying the case. However, police station in charges and SDPOs in their firefighting mode to maintain law and order, hardly took the regular of pending cases resulting which cases were not disposed of in stipulated time. Pendency at the district level used to be generally reviewed during monthly crime conferences. Role of SPs and other supervisory officers used to be such that, they were engaged in maintaining law and order for most of the times and investigation and disposal of cases used to take a back seat. Despite best intentions, officers had not been able to monitor the timely disposal of cases. Retrieval of data from CCTNS has been time consuming though CCTNS was conceptualized to ease the process of supervision of crime and investigation.

**Now:** CMS - a dashboard is being effectively used to monitor the cases pending for investigation in a PS/Subdivision/District/Range. This system generates an alert to the IO, PS in charge and SDPO if a JMFC triable case is pending for 35 days and 45 days. Alerts are also sent to the Addl SP and SP in case of session triable cases. It also helps to track the number of cases investigated by the each of the IOs and pendency of cases at the PS/subdivision/district/range levels under various heads. This system has helped greatly in clearing the cases within the timeframe stipulated by the law without compromising the quality of investigation.



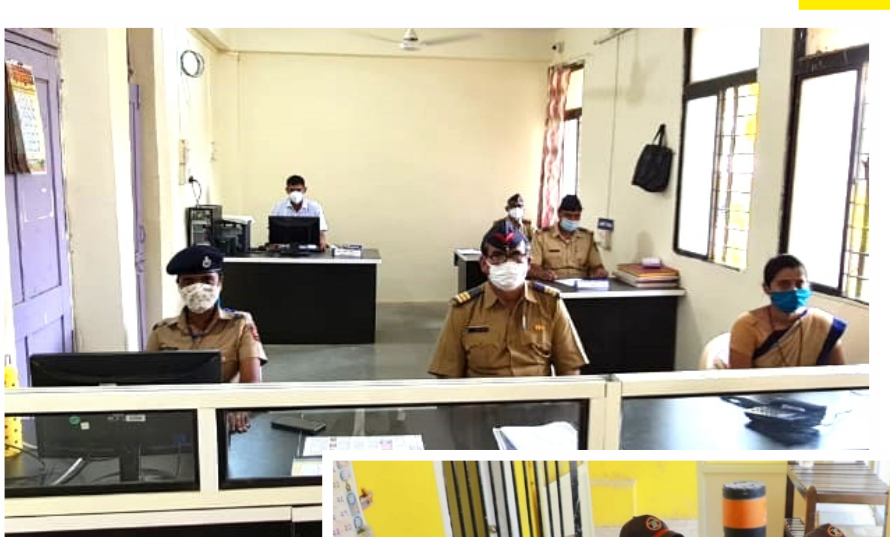
CCTNS once becomes robust with minimum latency can replace this dashboard.



## 4. Station House as Citizen Facilitation Center:

**Before:** Public come to the police station for various reasons - crime reporting, recording statements, applications, general grievances, passport verifications, character certificates, loudspeaker permissions etc. These tasks are performed generally by 4-5 personnel at the police stations sitting in different rooms. On entering a PS building, people used to enquire and find the room where these personnel used to sit.

**Now:** An arrangement has been made to bring these functionaries (station house staff, correspondence clerk, CCTNS constable, confidential constable) to the station house to serve as one-stop Citizen Facilitation Centers. Wherever found necessary, adjoining rooms have been joined to facilitate the seating of these personnel in a single room. So that public do not get lost and can easily find the personnel with whom they have work. In some instances where the PS building is a heritage structure with hardly 2/3 rooms, sheds have been planned to be erected within the compound to house these functionaries.



## 5. Pink Mobiles

Crime against women and children is directly linked to awareness among the target groups as to the abuse, reporting and the consequences. Hence it is imperative to run a sustained and an effective awareness campaign. Crimes against women and children also need to be handled with sensitivity and seriousness. There are also special legal and medical requirements mandated by law. They need to be pursued later in the court to ensure logical conclusion. Detecting and investigating these cases strictly adhering to the guidelines may not be every cop's cup of tea.

Factoring in these aspects, a special unit (of preferably female) of properly trained personnel has been started at every subdivision. One officer of the rank of API/PSI (preferably woman) and four constables (at least two of them be women) drawn from each of the Police stations in a police subdivision have been selected.

### They have been trained

- On latest legal provisions/guidelines on crimes against women and children.
- As to how to handle the victim with empathy and utmost sensitivity, ensuring timely medical assistance and counselling, steps to be taken to ensure quality of investigation, timely disposal of cases and follow up during trial.
- On ways and means to coordinate with medical officers, counsellors, therapists, legal experts, judicial officers etc.





### Each unit has been provided with

- A newly procured (through DPDC fund) four-wheeler.
- Foldable table and chairs and a mobile printer have been provided in the vehicle to enable the unit to conduct on field investigations.
- A laptop, projector and a screen.

The members of the team are also trained in presentation skills in local languages; they are given a centrally prepared PPT (to maintain the quality of the content), which is periodically updated, and also in the operation of laptop and projector.



When they are not busy in investigation related works, they visit the educational institutions once the pandemic restrictions are lifted, coordinate with the Principals etc., using their own set up, brief the children to create awareness about sexual abuse-both online and offline; informing them about the ways of reporting.





## 6. Daily visit of SDPOs to the PSs

SDPOs form the first level of supervision of the basic unit of police administration that is the PS. SDPOs are either directly recruited IPS/MPS officers - young, energetic, idealistic or departmentally promoted officers with 25-30 years of experience. They are an excellent combination of energy and experience. This level of supervision can make or mar the functioning of the PS.

Considering the importance, all SDPOs have been briefed as to their objectives and they have also been given daily, weekly and monthly targets. These SDPOs have been visiting one PS in their jurisdiction every day in the first half.

During the visit, they have been meeting the complainants/public, taking the review of performance of police personnel at the PS; ensuring quality investigation and timely disposal of cases; regular updating of records; briefing/motivating/guiding staff and ensuring compliance of instructions issued to them and the PS in charges from time to time. Service sheets of Policemen are being regularly written. Outstanding performance or otherwise of the personnel at the PS is immediately acknowledged and action taken.



# Epilogue

The story so far is just a ripple in a pond. But that's how downpours start. Downpours that wash away relics and leave the land afresh for new beginnings.

It will take a while for the initiatives to bear fruits in Marathwada, which is one region in one state of India. The **Constable First** approach promises to instil a sense of dignity in the rank of personnel, who are often the first responders & the first point of contact for the people.

A police force that feels taken care of by the system, is best placed to take care of the system. If people find the approach of the constabulary welcoming, then it goes a long way in enhancing police-public relations, eventually leading to better policing methods.

But such an initiative is defined by rigorous & consistent implementation. Formal & informal interactions, brainstorming, processes, checks & balances, discarding unfruitful methods, persisting with result-oriented goals, every day, for years, nay decades. The initiative will be a success only when it ceases to be an initiative & transforms into culture. Besides, cultures too need to enhance and change with times.

Yes, we have miles to go, but what matters is that the journey has begun.

# Annexures

## Accomplishment of Tasks (Oct 2020-May 2021)

No	Tasks	Quantified
1	PS buildings beautified	87
2	Citizen facilitation centres in PSs	83
4	Unclaimed vehicles disposed	2234
5	<i>Muddemaal</i> segregated & arranged (no. of PSs)	87
6	<i>Muddemaal</i> disposed	20,053
7	Wanted/absconders arrested	746
8	Women constables as Beat <i>Amaldaars</i>	207
9	Units where old records disposed	194/194
10	Missing persons traced	681
11	Criminal cases disposed	26,267
12	ADR summaries disposed	8393
13	Applications disposed (Jan-May '21)	18,418
14	Conviction rate	31.4% (2019); 44.8% (2020); 46.5% (Mar 2021)
15	Motorcycles procured	458

In the first ever evaluation of 24 police units based on around 35 parameters conducted by the office of the DGP, MS, **Aurangabad rural district** has been declared the **Best Unit for 2020**.



# Outliers

Sr. No	Name	Posting	District	No. of Rewards
1	PI/Sitaram Mehtre	PS Khultabad	Aurangabad Rural	37
2	PI/S.M.Lohkare	PS Gangapur	Aurangabad Rural	38
3	API/Anmol Kedar	Asp, Reader	Aurangabad Rural	39
4	API/Archna Patil	PS M. Paithan	Aurangabad Rural	32
5	PSI/ Muthal	SDPO office Paithan	Aurangabad Rural	37
6	HC/881 Sanjay Bhosle	LCB	Aurangabad Rural	36
7	PN/1131 Ravi Lokhande	PS Cyber	Aurangabad Rural	46
8	PN/937 Ganesh Khandagale	PS Gangapur	Aurangabad Rural	52
9	PN/1392 Narendra Khandare	LCB	Aurangabad Rural	32
10	PI /Rameshwor Khanal	PS Bhoom	Osmanabad	37
11	API / M.D. Nilangekar	LCB	Osmanabad	49
12	API /Ashish Khandekar	PS Aambi	Osmanabad	30
13	PSI/P.V. Mane	LCB	Osmanabad	64
14	PSI/ Sadashiv Bhujbal	LCB	Osmanabad	30
15	PN/1569 Amol G. chavan	CB	Osmanabad	70
16	PC/1776 Avinash Marlapalli	LCB	Osmanabad	66
17	PC/Babashaheb B. Kamble	PS Omraga	Osmanabad	59
18	PN/1385 Amol Bansode	PS Tuljapur	Osmanabad	58
19	HC/218 Dilip R. Jagdale	LCB	Osmanabad	58
20	PC/1584 Bibhisan S. Kumbhar	PS Osmanabad City	Osmanabad	55
21	PC/274 Pandurang A. Sawant	LCB	Osmanabad	51
22	PN/1488 Dipak M. Lavrepatil	LCB	Osmanabad	51
23	PN/1166 Husen N. Sayad	LCB	Osmanabad	50
24	PC/1819 Ravindra R. Arsewad	LCB	Osmanabad	50
25	PN/645 Amol Shahuraj Kavre	MT	Osmanabad	35
26	PN/12 M.D. Ghuge	LCB	Osmanabad	34
27	HC/504 V.N. Kazi	LCB	Osmanabad	33
28	PN/651 Shivaji M. Shelke	LCB	Osmanabad	32
29	ASI/1460 Ajit K. Kakde	MT	Osmanabad	32
30	PC/960 Jakir E. Kazi	PS Naldurga	Osmanabad	30
31	PI/Subhash Bhujang	LCB	Jalna	36
32	PI/S.Kouthale	PS Partur	Jalna	30
33	API/V.S.More	PS Sevli	Jalna	30
34	PSI/ P. Bondale	PS Chandanzira	Jalna	30
35	HC/1128 S.S. Pachamire	PS Ambad	Jalna	30
36	LPN/329 R.B. More	PS Gansawangi	Jalna	32
37	PC/1452 A. Kale	PS Chandanzira	Jalna	30

## B Records (No. of files) Disposed

Year	IG Office, Aurangabad Range	SP office, Aurangabad Rural	SP office, Jalna	SP office, Beed	SP office, Osmanabad	Total Range
1957	1	0	0	0	0	1
1961	2	0	0	1	0	3
1962	1	0	0	0	0	1
1963	0	0	0	1	0	1
1964	0	0	0	1	0	1
1965	0	0	0	2	0	2
1966	2	0	0	2	0	4
1967	0	0	0	1	0	1
1968	0	0	0	1	0	1
1969	0	0	0	0	0	0
1970	2	0	0	1	0	3
1971	7	0	0	0	0	7
1972	7	0	0	10	0	17
1973	23	0	0	15	0	38
1974	32	0	0	12	0	44
1975	17	0	0	13	0	30
1976	37	0	0	14	0	51
1977	114	12	0	24	0	150
1978	8	6	0	20	0	34
1979	61	14	0	21	0	96
1980	116	16	0	23	0	155
1981	37	17	51	30	0	135
1982	25	24	51	23	5	128
1983	136	23	71	28	13	271
1984	135	28	75	29	7	274
1985	156	31	86	27	14	314
1986	92	35	81	46	93	347
1987	159	41	86	38	128	452
1988	224	44	90	54	170	582
1989	114	44	100	51	138	447
1990	116	27	104	50	146	443
1991	496	28	89	26	117	756
1992	526	56	101	28	220	931
1993	453	53	309	27	201	1043
1994	581	57	302	32	243	1215
1995	647	61	223	27	178	1136
1996	786	79	267	53	159	1344
1997	841	88	281	56	178	1444

Year	IG Office, Aurangabad Range	SP office, Aurangabad Rural	SP office, Jalna	SP office, Beed	SP office, Osmanabad	Total Range
1998	735	99	237	94	234	1399
1999	724	127	259	97	279	1486
2000	767	138	278	111	448	1742
2001	553	161	253	69	463	1499
2002	643	206	311	70	471	1701
2003	819	237	332	81	624	2093
2004	643	225	384	144	710	2106
2005	1298	314	419	164	814	3009
2006	1374	457	549	209	703	3292
2007	908	804	593	331	697	3333
2008	691	896	675	340	699	3301
2009	891	1521	641	875	764	4692
2010	1219	1757	898	817	864	5555
2011	2009	1681	761	1226	1017	6694
2012	1539	2084	1051	999	833	6506
2013	1753	2356	831	2441	915	8296
2014	1343	3226	1493	5873	1051	12986
2015	1200	2863	1870	2422	1290	9645
2016	1199	3630	1750	4337	1203	12119
2017	1821	5770	2444	6816	1266	18117
2018	2209	5220	2118	9612	1172	20331
2019	407	2789	1027	577	432	5232
2020	66	76	0	11	0	153
<b>Total</b>	<b>30765</b>	<b>37421</b>	<b>21541</b>	<b>38503</b>	<b>18959</b>	<b>147189</b>



## Disposal of ADR Summary Pending with SDMs

Year	Aurangabad Rural	Jalna	Beed	Osmanabad	Total Range
1998	31	0	0	0	31
1999	33	0	0	0	33
2000	41	0	0	0	41
2001	33	0	0	0	33
2002	36	0	0	0	36
2003	37	0	0	0	37
2004	37	0	0	0	37
2005	32	0	0	0	32
2006	109	0	0	0	109
2007	127	0	0	0	127
2008	143	0	0	0	143
2009	142	0	0	0	142
2010	152	0	0	1	153
2011	171	14	0	3	188
2012	268	58	0	5	331
2013	332	52	0	20	404
2014	465	67	0	24	556
2015	452	140	0	83	675
2016	536	190	2	93	821
2017	538	110	16	76	740
2018	587	165	31	187	970
2019	528	275	76	248	1127
2020	529	244	134	254	1161
2021	264	198	3	1	466
<b>Total</b>	<b>5623</b>	<b>1513</b>	<b>262</b>	<b>995</b>	<b>8393</b>

## Muddemaal Disposed

Year	Aurangabad Rural	Jalna	Beed	Osmanabad	Total Range
1988	0	3	2	0	5
1989	1	2	0	0	3
1990	0	4	0	1	5
1991	0	4	3	0	7
1992	0	8	3	1	12
1993	0	9	5	3	17
1994	2	7	2	7	18
1995	2	21	4	2	29
1996	0	20	18	10	48
1997	7	20	6	12	45
1998	6	16	11	5	38
1999	4	22	7	6	39
2000	10	55	20	12	97
2001	9	55	21	24	109
2002	22	32	23	20	97
2003	3	43	40	20	106
2004	10	55	28	11	104
2005	15	64	22	21	122
2006	20	72	28	14	134
2007	28	70	31	30	159
2008	38	124	102	19	283
2009	62	124	112	25	323
2010	181	145	153	48	527
2011	93	152	152	70	467
2012	87	171	204	68	530
2013	117	213	241	110	681
2014	219	329	370	116	1034
2015	249	433	322	160	1164
2016	327	379	478	215	1399
2017	494	462	558	215	1729
2018	374	440	619	253	1686
2019	795	413	752	294	2254
2020	1752	855	1445	664	4716
2021	451	569	689	357	2066
<b>Total</b>	<b>5378</b>	<b>5391</b>	<b>6471</b>	<b>2813</b>	<b>20053</b>

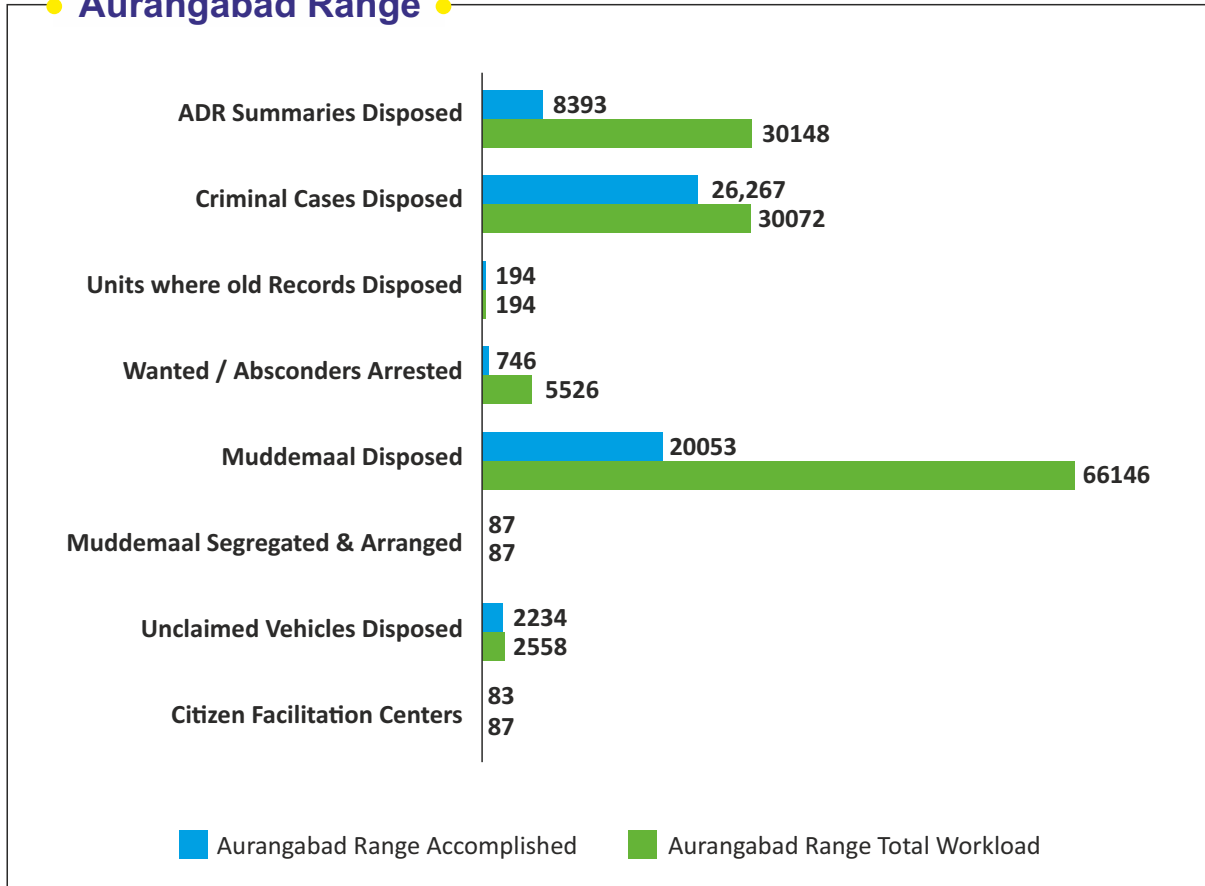
# Disposal of Cases

Year		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total	Total
Aurangabad Rural	Part 1 to 5	0	0	0	0	1	2	2	12	81	1690	765	2553	
	Part-6	0	0	0	0	0	0	4	4	11	342	660	1014	
	Prohibition	0	0	0	0	0	0	0	0	0	498	575	1073	
	A.D.	0	0	0	0	1	1	1	4	25	707	236	973	5613
Jalna	Part 1 to 5	0	0	0	2	1	12	12	82	494	3232	822	4657	
	Part-6	0	0	0	0	1	1	2	9	240	602	229	1083	
	Prohibition	0	0	0	0	0	0	3	3	13	377	153	548	
	A.D.	0	0	0	0	1	4	7	28	130	513	176	859	7147
Beed	Part 1 to 5	0	1	1	2	11	9	11	52	554	3398	419	4458	
	Part-6	0	0	0	0	4	1	1	6	76	1072	280	1440	
	Prohibition	0	0	0	0	0	0	0	0	58	1198	225	1481	
	A.D.	0	0	0	0	0	0	0	0	217	951	185	1353	8732
Osmanabad	Part 1 to 5	2	0	0	0	2	3	13	30	282	1750	405	2485	
	Part-6	0	0	0	0	0	0	1	6	31	396	391	825	
	Prohibition	0	0	0	0	0	0	0	3	15	336	264	618	
	A.D.	0	0	0	0	0	0	1	16	71	612	147	847	4475
Total Range	Part 1 to 5	2	1	1	4	15	26	38	176	1411	10070	2411	14153	
	Part-6	0	0	0	0	5	1	8	22	358	2412	1560	4362	
	Prohibition	0	0	0	0	0	0	3	5	86	2409	1217	3720	
	A.D.	0	0	0	0	2	4	8	48	443	2783	744	4032	26267



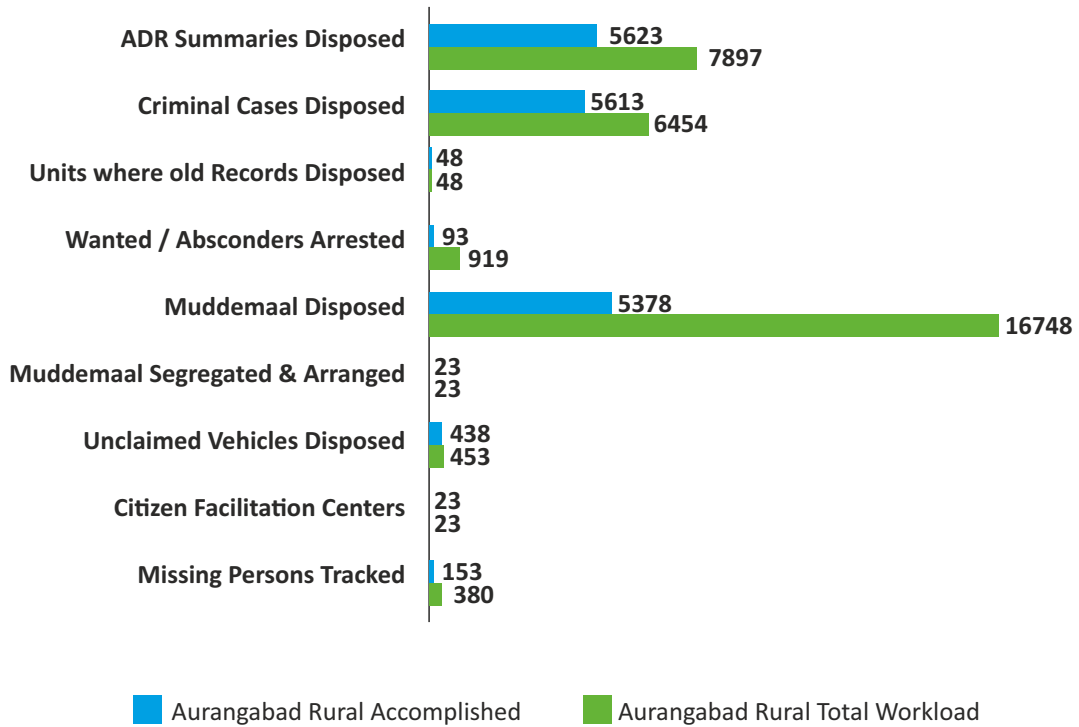
# Performance of Range

## • Aurangabad Range •

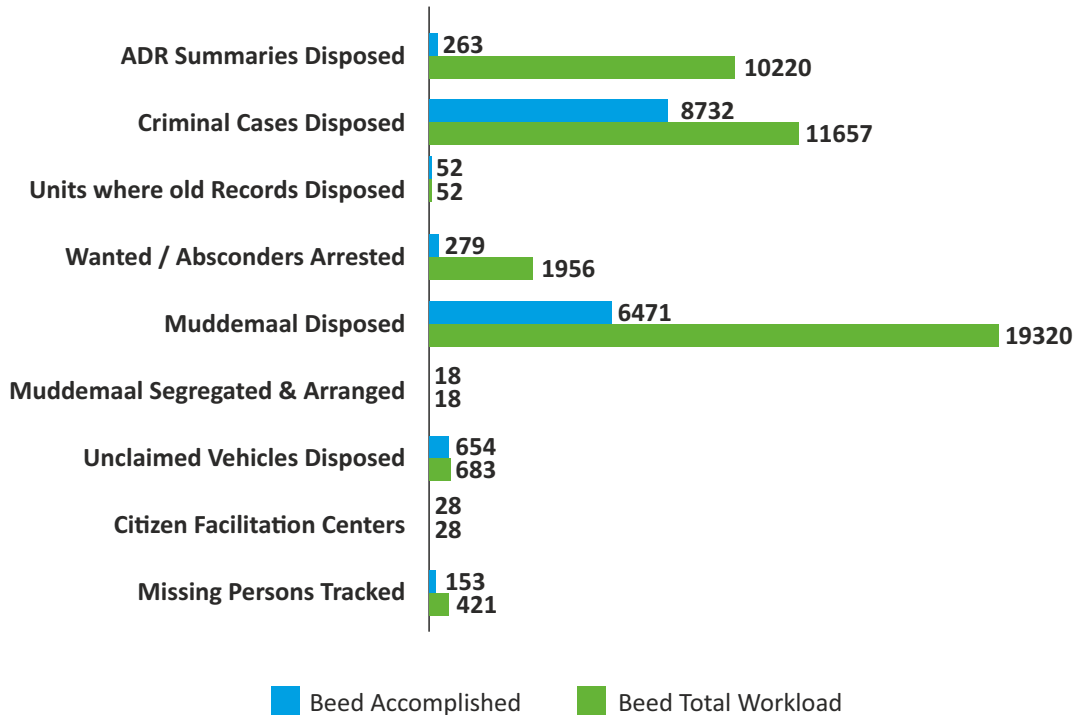


# Performance of Districts

## Aurangabad Rural

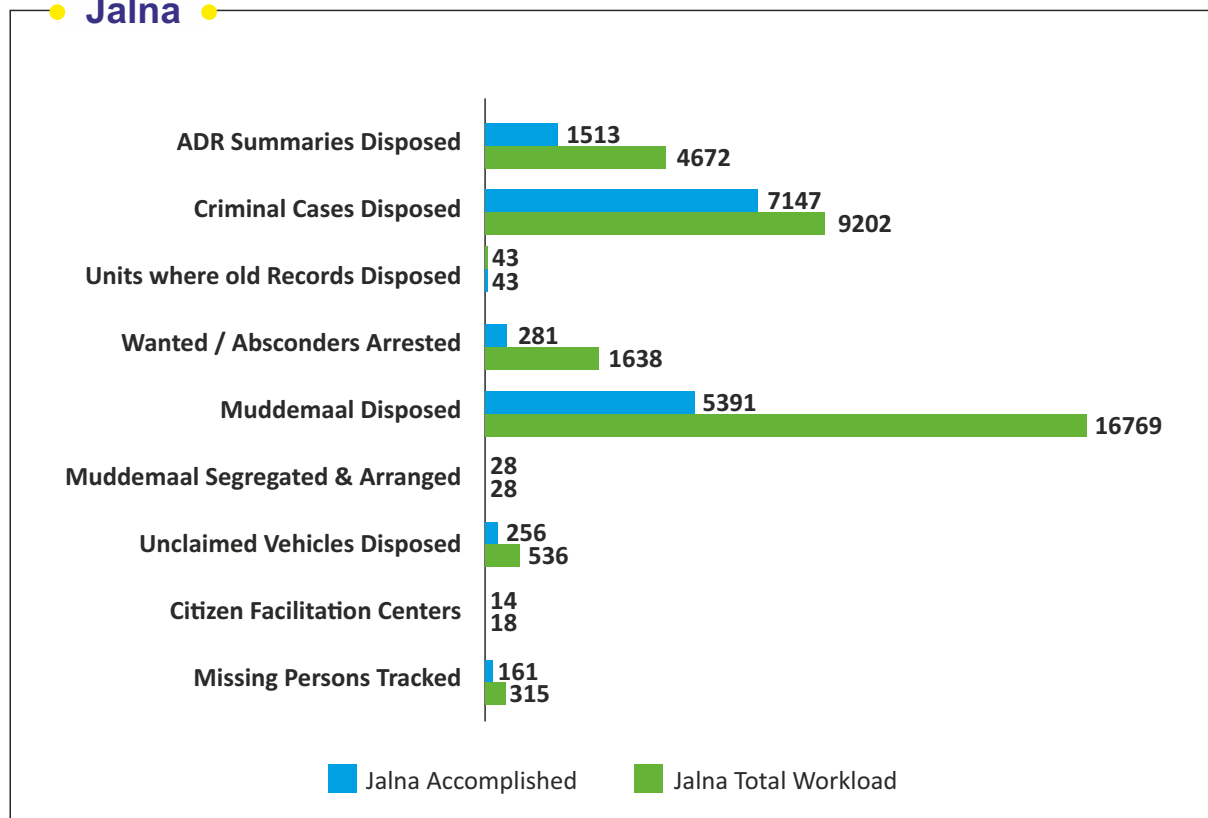


## Beed

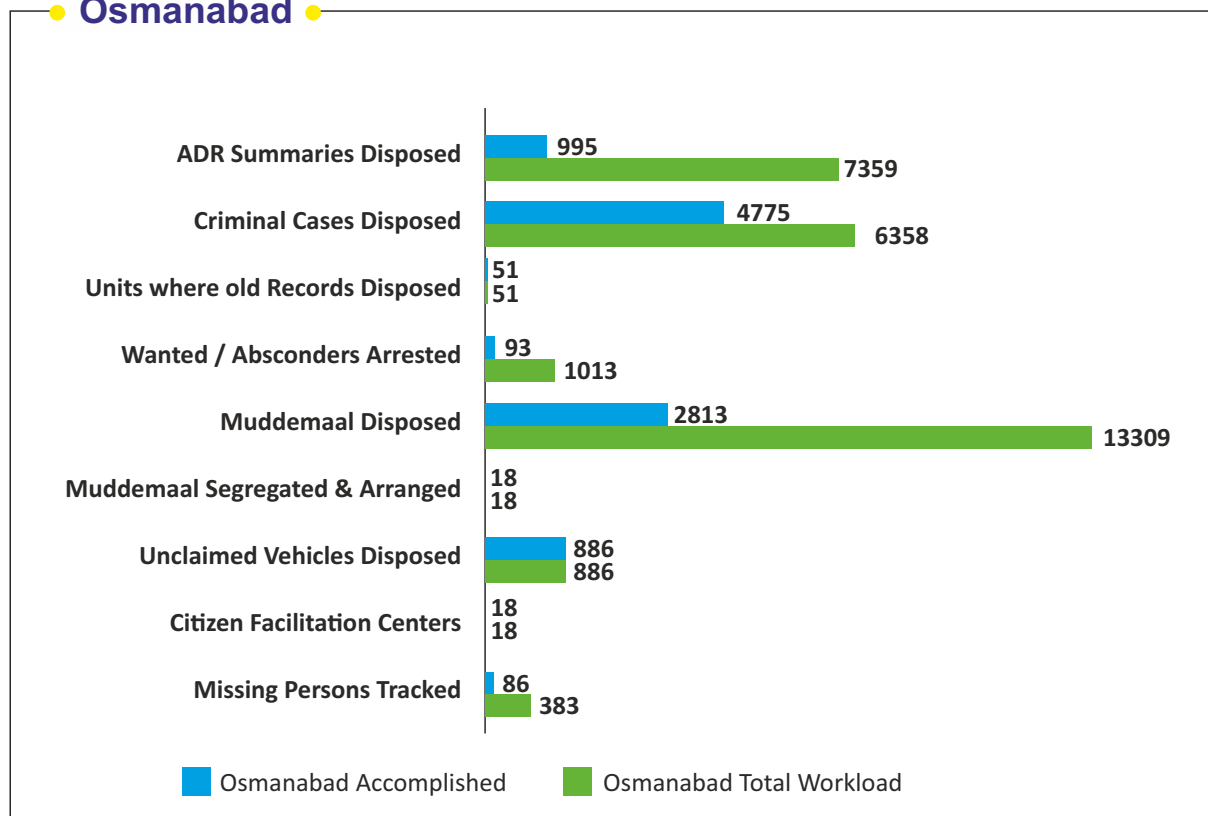


# Performance of Districts

## Jalna



## Osmanabad





# Unit - Aurangabad Rural

Virgaon Police Station



Shiur Police Station



Bidkin Police Station



Phulambri Police Station

# Unit - Beed

Kaij Police Station



Ambajogai City Police Station



Talwada Police Station



Majalgaon City Police Station



# Unit - Jalna

Paradh Police Station



Chandanzira Police Station



Taluka Jalna Police Station



Mantha Police Station

# Unit- Osmanabad

Ambi Police Station



Kalamb Police Station



Bhoom Police Station

Paranda Police Station





# The Team



**K M Mallikarjuna Prasanna, IPS**  
(Spl. IGP, Aurangabad Range)



**Vinayak Deshmukh, IPS**  
(SP, Jalna)



**Mokshada Patil, IPS**  
(SP, Aurangabad Rural)



**Raja R, IPS**  
(SP, Beed)



**Raj Tilak Roushan, IPS**  
(SP, Osmanabad)



